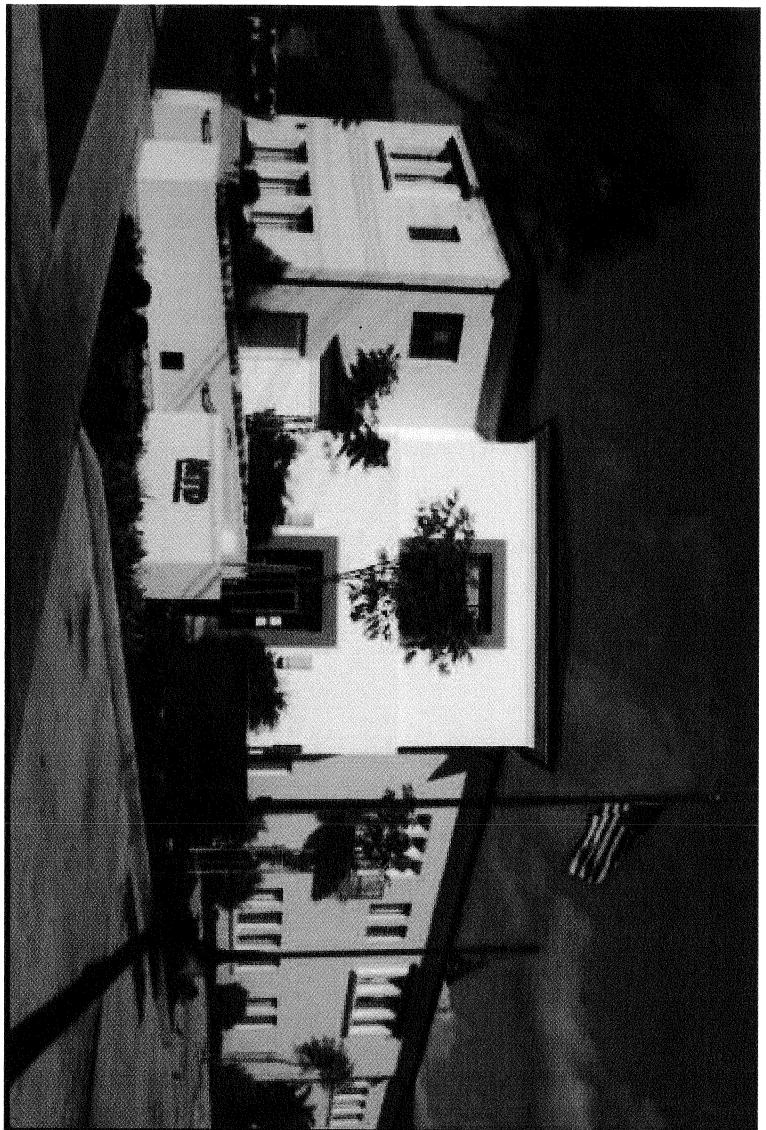


Revised Draft MTD Strategic Plan



Prepared by the
Santa Barbara Metropolitan Transit District

MTD
Santa Barbara

August 22, 2012

This page intentionally left blank

INTRODUCTION

The Santa Barbara Metropolitan Transit District (MTD) Board of Directors and staff have worked together to develop this Strategic Plan, a dynamic document that will change as appropriate to reflect new priorities, accomplishments, input, and information. The purpose of a Strategic Plan is to reflect the goals and values of an organization and to provide direction on issues and projects of importance to the Board and the community. The Strategic Plan will allow MTD to respond proactively to trends that are expected to impact our ability to meet the public transportation needs of residents of, and visitors to, the South Coast of Santa Barbara County. In developing the Plan, MTD has considered changes that are happening now and that we expect to continue in coming years:

- Political viewpoints will evolve.
- Environmental policy will change.
- Energy prices will continue to increase.
- Technological advances will accelerate.
- South Coast development projects will continue.

These trends will have effects on public transportation:

- Changes in the availability of federal, state, and local funds will affect MTD's ability to meet the demand for public transit service.
- Increased cost of fuel will increase the demand for public transit and adversely affect MTD expenses.
- Changes in requirements related to greenhouse gas emissions and advances in electric and hybrid vehicles will affect the vehicle choices available to MTD.
- Increasing availability of technological advances such as wireless communication and global positioning systems will increase passenger access to MTD service.
- Development projects will continue to increase the demand for MTD public transit service, requiring new sources of funds.

MTD MISSION STATEMENT

A mission statement conveys the purpose of an organization and serves as the foundation for policy and resource decisions.

The mission of MTD is to enhance the personal mobility of South Coast residents and visitors by offering safe, clean, reliable, courteous, accessible, environmentally responsible, and cost-effective transit service throughout the district.

(Note that the phrase “environmentally responsible” is not included in MTD’s current adopted mission statement.)

(Note that some members of the Board have previously expressed an interest in possibly adding a phrase regarding interregional service to the mission statement.)

MTD CORE VALUES

Core values are what an agency stands for. The underlying values of an agency drive behavior and support the effective implementation of the mission and goals. The MTD Board and staff conducted a Strengths, Weaknesses, Opportunities, & Threats (“SWOT”) analysis (see Attachment) that illuminated several of MTD’s core values:

- **Professional employees**
- **Technical expertise**
- **Ability to forecast**
- **Well-run & respected**
- **Community & local agency support**
 - **Conservative with public funds**
 - **Work successfully with other agencies**

(Note that these proposed “core values” are not currently adopted by MTD.)

MTD GOALS

Goals and strategies provide the roadmap for achieving an organization's mission and vision. Goals are multi-year in nature. MTD's current adopted goals are presented below.

MTD Goal 1:

MTD shall provide a reliable, safe, comfortable and attractive means of transportation to the general public and those who lack other options, including elderly persons, persons with disabilities, students, and economically disadvantaged persons; and to those who use mass transit by choice.

MTD Goal 2:

MTD shall maintain fares at the lowest feasible level that enables the recovery of operating expenses consistent with the financial plan contained in the adopted budget.

MTD Goal 3:

MTD shall ensure the responsible expenditure of public funds, and shall continually seek improvements in its operating efficiency.

MTD Goal 4:

MTD shall treat all individuals with fairness and respect, including passengers, employees, and all others involved in MTD activities.

MTD GOALS (CONTINUED)

MTD Goal 5:

MTD shall work cooperatively with individuals, businesses, community organizations, and government agencies in planning and developing the best transit service possible within the limits of available funding.

MTD Goal 6:

MTD shall continue to acquire feasible alternatively-fueled buses.

MTD Goal 7:

MTD shall comply with regional, state and federal goals of reducing traffic emissions and congestion through provision of an attractive alternative to the personal automobile.

MTD Goal 8:

MTD shall seek all reasonable means to satisfy public transportation needs.

(Staff is not proposing any changes to these goals, which have been adopted by MTD.)

MTD PERFORMANCE STANDARDS

A performance standard is a written statement of the conditions that will exist when a satisfactory job is performed. Performance standards must be reasonable and measurable. The following adopted performance standards provide a means to measure the success of MTD in meeting the goals.

- At least 95% of all MTD revenue trips shall depart no more than 5 minutes late.
- At least 98% of all MTD scheduled revenue trips shall be completed.
- The MTD system shall carry an average of not less than 36 passengers per revenue hour for any 3-year period.
- The MTD system shall carry an average of not less than 2.5 passengers per revenue mile for any 3-year period.
- MTD shall maintain at least a 40% farebox recovery ratio over any 3-year period.
- The MTD systemwide spare ratio shall not exceed 20%.
- ~~MTD revenue vehicles shall travel a minimum of 8,000 miles between breakdowns. (A breakdown requires a vehicle exchange.)~~
- ~~MTD diesel-powered revenue vehicles shall travel a minimum of 8,000 miles between all mechanical system failures that require a vehicle exchange.~~
- ~~MTD diesel-powered revenue vehicles shall travel a minimum of 10,000 miles between major mechanical system failures that require a vehicle exchange.~~
- The MTD shall limit annual passenger transfers to 20% of total annual ridership.
- Passenger complaints shall average no more than 1 complaint per 10,000 MTD passenger boardings.

(Note that the Board has previously expressed an interest in revisiting these standards. Staff is proposing the changes shown above.)

IMPLEMENTING THE STRATEGIC PLAN

Concurrently with the development of this Strategic Plan, MTD staff developed, and the Board approved, several proposed transit enhancement projects. Details for the projects are available from MTD staff. The projects incorporated the Board's direction regarding priorities from the two workshops described above, and also incorporated current and expected future capacity constraints as revealed in the workshops. The projects are:

- University of California, Santa Barbara (UCSB) enhancement for the university's Long Range Development Plan (LRDP)
 - Enhanced service to UCSB on Lines 24x & 27 and a new UCSB housing shuttle
- Santa Barbara City College (SBCC) service enhancement
 - Enhanced service to SBCC on Lines 4, 15x, 16, & 17 to meet increased demand
- Hollister corridor service enhancement
 - Enhanced service on Hollister corridor on Lines 6 & 11 to increase modal choice
- Airport service enhancement
 - Enhanced service to Santa Barbara airport
- Goleta service enhancement
 - Enhance transit availability on Line 9 in Goleta
- Carpinteria service enhancement
 - Enhance transit availability in Carpinteria

Revised Draft MTD Strategic Plan

- Aging population service enhancement
 - Santa Barbara core service increase on Lines 1, 2, & 3 for increasing elderly population
 - Potential for purchase of smaller vehicles to provide a new, more flexible service for elderly persons living in areas that currently have limited MTD service (such as Cathedral Oaks Road) or no service (such as Foothill Road and the Riviera).
- Regional service enhancement
 - Service between Carpinteria, Santa Barbara, and Goleta
- Interregional service enhancement
 - Expand service for commuters traveling between Ventura County and the South Coast

These projects have been submitted to the Santa Barbara County Association of Governments (SBCAG), the agency that serves as the federally-mandated Metropolitan Planning Organization (MPO) for Santa Barbara County. SBCAG is in the process of developing an update to the county's Regional Transportation Plan (RTP). The RTP is a federally-mandated, long-range transportation planning document that provides the basis for federal, state, and local funding for transportation projects. SBCAG has scheduled the current RTP update for completion in spring or summer of 2013.

The state of California has recently passed legislation that requires RTP updates to include a "Sustainable Communities Strategy" that shows how the region will meet their mandated goal for greenhouse gas reductions. Each of the transit enhancement projects submitted by MTD to SBCAG could potentially assist in meeting this goal, if SBCAG, the county, the South Coast cities, UCSB, and/or SBCC agree that MTD should be provided with additional funding to implement one or more of these projects. MTD staff will continue to work with the staffs of SBCAG and the local jurisdictions during the RTP update process. This will ensure that these agencies are familiar with MTD's priorities and with our ability to assist them in meeting their goals, if they are willing to provide MTD with the necessary resources.

UPDATING THE STRATEGIC PLAN

This strategic plan will be reviewed annually by the staff and Board in conjunction with MTD's budget process, to determine whether changes are warranted. Key steps that will help the organization keep on track and update the plan include:

- Annually review the goals and performance measures to determine if they remain appropriate to meet changing conditions.
- Keep the Board apprised of progress toward achievement of the strategic plan goals by sharing information regularly.
- Have each member of the management team use the strategic plan to guide their individual work plans.
- Keep MTD staff updated regarding accomplishments of strategic plan goals.
- Make MTD's mission, values, and goals highly visible to the greater community.
- Connect the strategic plan goals and strategies to annual work plans developed by MTD staff.

Revised Draft MTD Strategic Plan

Attachment



Santa Barbara Metropolitan Transit District "SWOT" Matrix

	STRENGTHS	WEAKNESSES
INTERNAL	<p>Professional Employees</p> <p>Technical Expertise</p> <p>Staff's Ability to Forecast</p> <p>Well-Run & Respected</p> <p>Community Support / Local Agency Support</p> <p>MTD is the South Coast Regional Transit Provider</p> <p>Political Exclusivity</p> <p>Fleet Diversity</p> <p>Makeup of Current Fleet (Age)</p> <p>Fiscal Philosophy</p> <p>Transit Center</p> <p>Ridership / Farebox Ratio</p> <p>MTD-Owned Real Estate</p> <p>Work With Agency Planning Departments</p>	<p>Transit Center is Aging</p> <p>MTD Does Not Have SBCAG Membership</p> <p>Lack of Federal or State Lobbyist</p> <p>Passenger Information (Receiving & Sending)</p> <p>Lack of Funding Source for Expansion</p> <p>Internal Communication</p> <p>MTD's "Cost of Doing Business"</p>
EXTERNAL	<p>Linear Nature of Service Area</p> <p>UCSB - LRDP</p> <p>Measure A</p> <p>Interregional Service</p> <p>SBCAG Board Membership</p> <p>Local Agency Land-Use Decisions</p> <p>Fuel</p> <p>Census Results / FTA Policy</p> <p>Development Impact Fees (Potential for)</p> <p>Information Superhighway</p> <p>Social Media</p> <p>Employers (Transit Benefits)</p> <p>Transit Center - Interagency Agreements</p> <p>Increased Local Service Operating Subsidy</p> <p>SB 375 - Regional Transportation Plan (RTP)</p>	<p>Linear Nature of Service Area</p> <p>UCSB - LRDP</p> <p>Measure A</p> <p>Interregional Service</p> <p>SBCAG Board Membership</p> <p>Local Agency Land-Use Decisions</p> <p>Fuel</p> <p>Census Results / FTA Policy</p> <p>Development Impact Fees (Lack of)</p> <p>Economy / Federal, State, & Regional Budgets</p> <p>Temptation to Change Fiscal Philosophy</p> <p>Recent Ridership Decrease</p> <p>Excessive Overloads</p> <p>Rail Dollars / TDA</p> <p>Losing Control of Transit Planning</p> <p>Natural Disasters & Terrorism</p> <p>Shifting Public Priorities</p> <p>Aging Demographics</p>

